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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Performance report on the budget for the support account for peacekeeping operations for the period from 1 July 2002 to 30 June 2003

Report of the Secretary-General

Addendum

The present addendum contains information supplementing that found in chapter II of document A/58/703.

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Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AU	African Union
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
ECOWAS	Economic Community of West African States
EU	European Union
ICAO	International Civil Aviation Organization
IMF	International Monetary Fund
IMIS	Integrated Management Information System
ITSD	Information Technology Services Division
MD	Media Division
MD	Military Division
MINUCI	United Nations Mission in Côte d'Ivoire
MINURCA	United Nations Mission in the Central African Republic
MINURSO	United Nations Mission for the Referendum in Western Sahara
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGOs	non-governmental organizations
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OMS	Office of Mission Support
ONUSAL	United Nations Observer Mission in El Salvador
OSCE	Organization for Security and Cooperation in Europe
PAS	Performance appraisal system
PBPU	Peacekeeping Best Practices Unit
UNAMIR	United Nations Assistance Mission for Rwanda
UNAMSIL	United Nations Mission in Sierra Leone
UNAVEM	United Nations Angola Verification Mission
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme

UNFICYP	United Nations Peacekeeping Force in Cyprus
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNITAR	United Nations Institute for Training and Research
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMISET	United Nations Mission of Support in East Timor
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNMOT	United Nations Mission of Observers in Tajikistan
UNOMIG	United Nations Observer Mission in Georgia
UNOMIL	United Nations Observer Mission in Liberia
UNOMOZ	United Nations Operation in Mozambique
UNOPS	United Nations Office for Project Services
UNSAS	United Nations Standby Arrangements System
UNTAG	United Nations Transition Assistance Group
UNTSO	United Nations Truce Supervision Organization
WFP	World Food Programme
WHO	World Health Organization

II. Resource performance for the period from 1 July 2002 to 30 June 2003 (*continued*)

A. Department of Peacekeeping Operations

1. Results-based framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Reports and briefings to the Security Council, legislative bodies and troop-contributing countries	38 31	Reports Briefings
Briefings to Member States and others on peacekeeping activities and accomplishments	51	In addition, the Under-Secretary-General held 258 bilateral meetings with Member States and regional organizations, including troop and police-contributing countries
Published articles, speeches and presentations on peacekeeping issues at conferences and representational activities	6 148	Articles Speeches and presentations
Support to the Special Committee on Peacekeeping Operations and other relevant intergovernmental bodies	Y	Prepared the Secretary-General's report; prepared Under-Secretary-General's speech; Secretary to the Special Committee including assistance in preparation of its report (A/57/767); coordinated presentation to Special Committee; coordinated implementation of related recommendations

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Integrated mission planning template	N	Template expected to be ready for discussion with peacekeeping partners in late 2003
Mission planning exercise	1	MINUCI
Handbook on United Nations Multidimensional Peacekeeping Operations	N	Launched in January 2004
Lessons learned analyses of completed mission planning processes	N	Completed lessons learned study of UNAMSIL Completed after action report on MINUCI pre-mandate commitment authority Provided background materials on concepts of operations for MINUCI planning MINUCI planning experiences were applied in developing the integrated mission planning template Carried forward: UNMIBH lessons learned study to be completed in 2004

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Standard operating procedures for public information components of missions, revised security management system and child protection advisers	N	Completed standard operating procedures on public information (DPI publication date: December 2003) Coordinated guidance package to mission and Headquarters managers on disciplinary issues for field personnel Participated in working groups to produce standard operating procedures for security management system and child protection
Common methodology for the extraction of lessons learned and best practices in the missions	N	Carried forward: best practices field network and pilot project for best practices focal point in MONUC (deployed in November 2003)
Initiation of an electronic network for the sharing of best practices	N	Carried forward: target date, first quarter 2004

Policy advice to missions on gender issues and disarmament, demobilization and reintegration	Y	Organized workshop at Headquarters for all field gender advisers to develop strategies and tools for implementation of Security Council resolution 1325 (2000) Provided advice on disarmament, demobilization and reintegration to MONUC and MINUCI Evaluated disarmament, demobilization and reintegration experiences in Sierra Leone Finalized and disseminated guidance on destruction of ammunition and unexploded ordnance collected in disarmament, demobilization and reintegration processes Convened round table to prepare anti-trafficking lessons learned study in early 2004
Reviewed disarmament, demobilization and reintegration guidelines and training curriculum	Y	Revised training module on disarmament, demobilization and reintegration for use by Training and Evaluation Service
Established procedures for completion, issuance and maintenance of standard operating procedures	N	Carried forward: target date 2004

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Department of Peacekeeping Operations Under-Secretary-General Programme Management Plan	Y	
Office of the Under-Secretary-General business plan	Y	
Performance appraisal system for directors and above that are directly linked to business plans	Y	
Budget submissions and performance reports	2	Support account budget proposal and performance report submitted to the Office of Programme Planning, Budget and Accounts

(b) Office of Operations

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Comprehensive and substantive reports of the Secretary-General to the Security Council	37	
Letters from the Secretary-General to the President of the Security Council	42	
Substantive background notes for the Security Council, the Secretary-General and other senior officials	393	Excludes substantive talking points and additional briefing materials for Security Council presentation
Notes on meetings/consultations of the Security Council	89	
Troop-contributor consultations chaired by the Department of Peacekeeping Operations or by the Security Council with DPKO support	40	17 DPKO-chaired; 23 DPKO-supported
Oral briefings to the Security Council on various issues relating to peacekeeping	32	
Background information and advice to the General Assembly on matters related to peacekeeping operations	Y	Respond to recommendations of, and contribute to briefings for, the Special Committee on Peacekeeping Operations; Fourth and Fifth Committees; ACABQ; and Committee on Contributions, as requested

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Integrated concepts of operations for new missions	1	MINUCI

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Guidance and support to missions on operational matters	Y	1,663 official substantive code cables containing policy, political, operational and crisis management advice for 12 missions
Coordinated system-wide task forces and working groups on peacekeeping operations	9	I.e. MINUCI Working Group; MINURSO Coordination Group; MONUC Working Group, Task Force on Management; Ethiopia-Eritrea Working Group; UNMISET Working Group, Air Traffic Control Working Group; Inter-agency Humanitarian Group and Cross-cutting West Africa Issues (DPA-led)
Advice on peacekeeping-related issues to internal and external entities	Y	External advice provided to Permanent Missions to the United Nations, OCHA, UNDP, UNHCR, UNOPS, UNICEF, WFP, World Bank, IMF, AU, ECOWAS, EU, NATO, OSCE, NGOs, media outlets
Updated concepts of operations for ongoing missions	9	MINUCI, MONUC x 2, UNAMSIL, UNMIK x 2, UNMISET x 2, UNOMIG
Situation Centre operated 24 hours a day, 7 days a week	Y	
Daily summary and special reports on situation in missions	594	
Standard Operating Procedures for security management system	Y	DPKO Mission Security Management Standard Operating Procedures (SOPs) finalized on 26 September 2003; distributed to all missions on 14 October 2003

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Office of Operations business plan	Y	
Performance appraisal system developed in line with business plan	Y	Divisional implementation in progress

(c) Office of Mission Support

Administrative Support Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Advice on policy and procedures in respect of financial, budgetary and personnel matters	1	Report to the fifty-eighth session of the General Assembly on measures that would streamline the policy guidelines related to temporary duty assignment of staff in peacekeeping missions (A/57/787, dated 15 April 2003)
	3	Briefings on financial reimbursement procedures to the representatives of G-77 and EU member States
Briefings to troop-contributing countries on the process of contingent-owned equipment and other financial matters and on personnel matters	35	3 briefings to G-77 and EU member States on financial reimbursement procedures 2 briefings on claims-related matters, attended by 103 representatives from permanent missions 30 briefings to 30 troop-contributing countries on the 2004 Working Group on contingent-owned equipment

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Mission planning templates	N	DPKO has cooperated with OHRM on the development of generic job profiles, which will become an integral part of the mission planning templates. A mission start-up template was completed in early 2003. Other templates are expected to be developed by June 2004
Surge roster and eminent persons roster	1	A rapid deployment roster of 360 persons (3 teams) was established. The roster has been drawn upon in the establishment of the missions in Liberia and Côte d'Ivoire
	1	Applicants' roster, consisting of 17 occupational groups, and eminent persons roster
Standby arrangements for personnel with United Nations agencies and other entities/ professional organizations	1	Memorandum of understanding was developed and implemented with the World Association of Cities and Local Authorities Coordination
Generic job descriptions for mission critical posts	50	In addition to generic job profiles approved by OHRM for the Secretariat at large, 50 generic job profiles were developed for field-specific positions

Roster of pre-cleared candidates by occupational group/function	N	The roster of pre-cleared candidates, released as a pilot project, was determined to be inadequate for the purposes of DPKO. Alternative vacancy compendium was piloted in the fall of 2003
Operational requirements for pre-mandate commitment authority	N	Draft SOPs were developed during the period but its finalization is carried forward to end 2003

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Reviewed budget estimates and budget performance reports	23	11 peacekeeping mission budgets and 12 performance reports were reviewed
Supplementary financial information to the Office of Programme Planning, Budget and Accounts	23	Supplementary information was prepared for 11 peacekeeping mission budgets and 12 performance reports
Negotiated memorandums of understanding with troop-contributing countries	49	27 memorandums of understanding are currently pending signature by troop-contributing countries 11 memorandums of understanding are currently under negotiation
Certified contingent-owned equipment, death and disability and other claims and cleared letters of assist	994	Number of claims certified during the period July 2002 to June 2003 is 994 (81 for death and disability, 714 for contingent-owned equipment and 199 for letters of assist)
Updated mission finance manual, contingent-owned equipment manual, standard operating procedures for financial management practices in missions	48	45 SOPs were completed and are now available in the database. In addition, the following has been effected: • Revision of Contingent-owned Equipment Manual was completed in February 2003 • Revision of death and disability processing procedures was completed in September 2002 • Revision of Standard Cost Manual was completed in January 2003 In addition, 13 SOPs are still under internal review. Target date for completion of the SOP database is 31 July 2004
Responses to internal and external audit recommendations and observations	Y	Coordinated and provided responses to 20 final and 16 interim reports of the Board of Auditors and OIOS Follow-up was effected on 400 recommendations contained in the interim and final reports of the Board of Auditors A draft SOP on the audit process has been completed
Recruited and assigned mission staff, administered international mission staff	1,107 3,879	Mission posts were filled during the reporting period Staff members were administered (as of 9 June 2003)

Revised mission personnel policies and procedures and policies, standard operating procedures for selection and grading of staff	2	A new DPKO human resources strategy has been developed and endorsed by DPKO senior management New selection procedures for field staff outlined in the on-line field Human Resources Handbook
Training strategy and development of mission training modules	Y	DPKO training and learning policy for civilian personnel has been developed and made accessible to field missions The civilian staff training strategy for field personnel for 2002-2005 has been developed A list of 83 generic training modules was developed in coordination with the missions. Specific training conducted includes: • E-PAS training, conducted in UNMISET, UNMEE, UNOMIG, UNLB, UNMIK, UNIFIL, UNMOGIP and MONUC • Rapid deployment training, conducted at UNLB • "Train the Trainers" courses, conducted in UNMEE, UNMIK, UNAMSIL and MONUC • Training on contingent-owned equipment claims, results-based budgeting, new funds management and peacekeeping management • Pilot 4-week training Peacekeeping Management Course, conducted at UNLB (23 civilians attended from 9 field missions, as well as UNLB, OMS, MD and PBPU) • Training on enhanced security features of the Progen payroll system and automation of the pension calculation in the Progen payroll system
Guidance and support to missions on finance and personnel policies and procedures	Y	14 mission visits to provide advice to staff and to human resource personnel in missions on new recruitment policies, performance management systems and delegation of authority Visits by teams to assist personnel assistants and officers in operating the new system of IMIS for 8 missions In addition, the following visits focused on financial support issues: • UNMEE — contingent-owned equipment training to field staff • UNLB-Chief Financial Officers/Chief Budget Officers CFO/CBOs workshop • UNAMSIL — preparation and coordination meeting for contingent-owned equipment/self-sustainment conference in Sierra Leone Developed manual for all missions on revised budget account code structure Enhanced communication mechanisms with missions: Field Finance Discussion Bulletin Board, Sun/Progen Support Bulletin Board, Contingent-owned Equipment Discussion Database and implementation of MARS Visited UNMIBH to provide in-situ guidance on liquidation activities

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Administrative Support Division business plan	N	Although the business plan has been developed from the pre-approved business plans of the Personnel Management and Support Service and the Finance Management and Support Service, the Administrative Support Division effectively became functional as a division only as of 1 July 2003
Performance appraisal system developed in line with business plan	Y	While the business plan was not approved, PAS was implemented within the Administrative Support Division in line with the Finance Management and Support Service and the Personnel Management and Support Service business plans

Logistics Support Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Advice on policy and procedures for logistics, communications and information technology matters	Y	The following reports to the General Assembly provided information on policy and procedures on mission support matters: • Status of the implementation of the strategic deployment stocks (A/57/751) • Progress report on the status of the airfield services contract for MONUC (A/57/756) • Progress in the implementation of the field assets control system (A/57/765)
Briefs to troop-contributing countries on logistics, communications and information technology matters	1 2 15 6	Briefing to the Special Committee on Peacekeeping Operations on global logistics strategy, including strategic deployment stocks, contingent-owned equipment, letters of assist and other logistics issues Technical assistance visits to ECOWAS and AU for the mission in Côte d'Ivoire Ad hoc briefings to existing and potential troop-contributing countries at permanent missions and United Nations Headquarters, with the aim of expanding the present base of troop-contributing countries Conferences in troop-contributing countries and field missions as follows: • Logistics conference, entitled "Partners in Peacekeeping" at UNAMSIL, Freetown

		• Briefing in Brazil on peacekeeping logistics to a conference that included participants of 40 Member States • Briefing to permanent mission representatives, Finnish Mission, New York • Standby High-readiness Brigade conference • EU conference • AU conference
Regular summary of Headquarters and mission logistics management actions for the Secretary-General	Y	Regular consolidated reports from field missions Chief Administrative Officers compiled and summarized for senior management awareness and review, including yearly inventory reports. Specific operational and logistics support issues included in reports of the Secretary-General to the Security Council for field mission issues to advise on the operational and logistics impact of the recommendations made in the Secretary-General's reports

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Table of equipment and technical specifications, standby rosters and support policies	Y	
Kits of strategic deployment stocks ready to deploy at UNLB	Y	In December 2002, strategic deployment stocks assets positioned to rapidly deploy a mission Headquarters for a traditional peacekeeping operation Full readiness to deploy mission headquarters for a complex mission expected by December 2004 contingent on demands for strategic deployment stocks in the intervening period
Policies on strategic deployment stocks management structure and support contracts established	N	50% of planned policies and procedures were completed. Delays in completion of replenishment policy, minimum stock level holdings and codification owing to staffing vacancies. Policies to be finalized by December 2004

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
45 draft standard operating procedures	53	Two critical guidance documents have been published: • The Field Mission Liquidation Manual, which incorporates the newly promulgated financial rules and regulations • The DPKO Aviation Safety Manual, containing the most recent guidance from national air regulatory bodies and international bodies such as ICAO 51 policies and procedures were drafted or updated by 30 June 2003 and circulated to stakeholders for comments and review in the following functional areas: supply and property management; field mission vehicle operations; air operations; engineering; logistics appreciation and planning; military medical support; communications; information technology; and movement control
Support plans developed and approved for all missions	Y	Mission operational support plans, developed jointly with missions, to manage expansion, sustainment and liquidation activities proactively in existing missions
Guidance and support to missions on logistical, aviation, medical, communications, environmental and information technology matters	Y	Annual resource planning guidelines and tools to manage acquisition of assets and services 47 seminars and courses in each of the following areas for field mission personnel: air operations; surface transport; property management; contract administration; movement control, supply, engineering and communications; and information technology
Acquisition process review report	Y	The findings of the review are being progressively implemented at Headquarters and in the field
Requisitions, material release orders and letters of assist	701 665 40 71	Material release orders were processed Requisitions were raised Letters of assist were processed System contracts were negotiated
Approved process for global peacekeeping asset and expendables management and reporting	Y	The Logistics Support Division has developed, in conjunction with field missions and headquarters offices, guidance on property management. Review and support teams from the Division have worked closely with field missions to improve property management and reporting, as positively noted by the Board of Auditors (A/57/5 (Vol. II), para. 29) Galileo asset management system developed and implemented at UNLB. It will be implemented at Headquarters in December 2003 and is expected to be rolled out to the missions in 2004

Communication and information technology customer support and disaster recovery procedures	N	A global help desk was established to provide daily support to all field missions worldwide on a 24-hour basis Information and communication technology business continuity and disaster recovery procedures are being developed and tested in conjunction with ITSD to be completed in 2004
Global logistics support strategy and plan	N	Adopted a technical support centre approach to supporting peacekeeping with continuous support provided to field missions by headquarters technical and operational personnel, especially during mission start-up, mission build-up and expansion, and liquidation
Developed training courses for staff of the Integrated Support Services, the Communication and Information Technology Service, the Engineering Supply, Motor Transport and Air Transport Sections	39	Courses conducted for a total of 2,120 trainees
Logistics familiarization course for chief administrative officers	1	Logistics briefings were given at the Conference of Chief Administrative Officers held in New York in June 2003
Desk officer and logistic officer mission visit reports	110	Mission visits addressed the following issues: • Reconnaissance and technical survey • Pre-deployment and infrastructure evaluation • Mission technical review visits and liquidation planning reviews
Developed training course for Logistics Support Division section chiefs and desk officers	6	Training, seminars and conferences were conducted as follows: • Risk management training • Air operations seminar • Movements control seminar • Engineering conference • Communications and Information Technology Service yearly planning/information and communication technology review conference • Supply conference

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Logistics Support Division business plan	Y	
Performance Appraisal System developed in line with business plan	Y	

(d) Military Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Advice and information sharing with other departments, United Nations and non-United Nations agencies, Member States, military elements of regional organizations on the utilization of military capability	Y	United Nations agencies: incorporated humanitarian community expertise (OCHA, UNHCR, OHCHR) in pre-deployment induction programmes for peacekeepers. Advice on the formulation of a strategic partnership between DPKO and UNHCR Non-United Nations agencies: shared information and feedback with NGOs (International Peace Academy/International Crisis Group) and other organizations Member States: 11 cases of advice to Member States on planning for missions. Coordinated 53 troop-contributing country meetings and 362 visits by representatives of troop-contributing countries to field missions. 8 cases of special briefings to Member States on current field missions and the work of Military Division Regional organizations: 10 cases of the direct support to regional organizations and to peacekeeping events, including further development of relationship with the Standby High-readiness Brigade (training/assistance/information sharing on 4 occasions)
Military Division web site	N	Carried forward: target date 31 August 2004

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Refined military mission planning process	N	Integrated mission planning template was discussed with peacekeeping partners in late 2003
Developed consultation process with potential troop-contributing countries	Y	Regular consultations with potential troop-contributing countries with a view to increase both troop-contributing country and United Nations Standby Arrangements System (UNSAS) membership

Updated United Nations Standby Arrangements System	Y	UNSAS was utilized four times during the reporting period to generate resources to meet mission needs At end-June 2003, membership in UNSAS was recorded as 77 Member States, of which 2 countries are at the rapid deployment level Discussions with the Southern African Development Community and the Organization of the Islamic Conference on the level 2 hospital initiative Supported the rapid deployment concept by assisting in the assessment of military equipment for the strategic deployment stocks stockpile, participating in a rapid deployment exercise
Mission Headquarters orientation programme	N	Work on the original initiative was discontinued after re-evaluation of the best approach to provide this capacity. Instead, the Division conducted the first "on-call" list course in Hungary in May 2003

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Desk officer mission visit reports	11	Through the completion of 11 post-visit reports from 17 visits to field missions, Military Division desk officers were able to identify issues in the missions requiring assistance from Headquarters and to bring these to the attention of the appropriate areas in DPKO
Annual reviews of mission military components	2	Two evaluations (UNMISET and UNMIK) A revised phase III military concept for MONUC (November 2002) Reviewed contingency plans for three Middle East missions Review of the adjustment, drawdown and withdrawal plan for UNAMSIL Concept of operations (CONOPS) to support the implementation of the "Basis for Agreement on a Comprehensive Settlement of the Cyprus Problem" Reviewed UNIKOM contingency/evacuation plan Planned and monitored implementation of phases I and II of CONOPs for UNMISET; supported preparations for the "outline plan" for mission closure Strategic estimate, an operational estimate, two transition plans and three draft CONOPs for the mission for Côte d'Ivoire

Standard operating procedures and guidelines: force headquarters generic standard operating procedures, guidelines for selection, deployment, rotation and repatriation of individuals/contingents, Department of Peacekeeping Operations policy on nuclear, biological and chemical protection, United Nations training guidelines for national staff colleges	4	Guidelines for the selection, deployment, extension, rotation, transfer and repatriation of military observers in United Nations peacekeeping operations Draft guidelines for troop-contributing countries for the deployment, rotation and repatriation of United Nations military units (target date for promulgation: end-2003) Standard operating procedure and guideline on nuclear, biological and chemical protection policy promulgated to missions First set (Standardized Generic Training Module Level 1) United Nations training guidelines for national staff colleges (issued to Member States in September 2003) Carried forward: force headquarters generic standard operating procedures (target date for completion: 2004/05)
Pre-deployment induction and post-appointment briefings for senior military personnel	6	• Six induction programmes for new Force Commanders and Chief Military Observers and corresponding de-briefing programmes for the outgoing personnel • Three directives for new senior military leadership prepared
Automated processes and standardized procedures for management and administration of individual rotations and repatriations	1	A database has been developed to manage individual rotations and repatriations of personnel from the missions. The database currently contains details of over 6,000 personnel
Secretariat instruction on conditions of service	N	Draft document was completed in August 2003 for internal review and discussion
Standardized generic training modules	Y	3 regional seminars conducted on basis of modules
Training material	Y	46,760 publications were sent to peacekeeping missions, 8,200 to Member States and 50 sets of training materials to National Peacekeeping Training Centres
Regional seminars and specialized courses	17	Conducted specialist courses on nuclear, biological and chemical awareness in UNIFIL, UNIKOM and UNDOF (897 personnel participated) 4 United Nations Training Assistance Team courses conducted, 1 emerging troop-contributing country course conducted, 1 military and civilian police advisers community course conducted, 1 on-call list course conducted, 1 international United Nations Military Observer course conducted (total of 275 participants in these 8 training activities) Two mission training cell officers training courses conducted (71 military officers trained)

		A pre-deployment training package conducted for the South African Defence Forces (approximately 500 military personnel participated) Support was provided to the conduct of a specialized United Nations logistics course in Malaysia in June 2003 Training support to Command Post Exercise South, which was also attended by 8 officers from the on-call list Conducted pre-deployment training programme for the Military Liaison Officers assigned for MINUCI (26 participants) Participation in various international and regional seminars such as the International Association of Peacekeeping Training Centres and the NATO Working Group on Training and Education for Peace Support Operations
Pre-deployment training assessment criteria	1	Developed pre-deployment training assessment criteria in consultation with Member States and peacekeeping mission staff
UNSAS training package	1	Presented at the on-call list training activity
Mission training cells	2	Established 2 new mission training cells, bringing the total to 7
Conference of military heads of mission	1	Conducted the first Force Commanders and Head of Military Components Conference for 14 Force Commanders and Chief Military Observers from 15 field missions. The conference intentionally overlapped with a Chief Administrative Officers' conference
Updated mission security and evacuation plans	8	Updated UNIKOM plan was utilized during the evacuation in March 2003
Guidance and support to missions on utilization of military capability	Y	Daily contact and mission visits ensure adequate support and guidance is provided. Additionally, 171 video teleconferences were conducted with missions

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Military Division business plan	Y	
Performance appraisal system developed in line with business plan	Y	

(e) Civilian Police Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Advice on policy and procedures regarding police matters	Y	Advice to Secretary-General and Security Council on UNMIK, UNMIBH, MONUC, MINURSO, UNFICYP, UNAMSIL and UNMISET Updated selection guidelines, approved by the USG and distributed to 75 police contributors Updated and approved notes for guidance for UNMIK, MONUC, UNFICYP, UNAMSIL and UNMISET distributed to all police contributors Notes verbale sent to all Member States requesting the increased secondment of female police officers
Briefings to contributing police countries	Y	2 police contributors meetings on MINURSO, UNMIK, UNMIBH, UNMISET and UNAMSIL 2 donors' meetings with Member States on MONUC and UNAMSIL Meeting with Member States on 100-person on-call list 45 visits to Member States, including advice selection procedures (Selection Assistance Team) for police officers, 100-person on-call list, disciplinary issues, capacity enhancement and pre-deployment briefings Advisory visits to China, Greece, Nepal and United States Presentation to the community of Military and Police Advisers on the work of the Division Presentation to the "friends of CivPol" on current police matters Presentation to police contributors on "rule of law" issues Presentation to AU and EU on police, corrections and judicial issues Trained 45 police officers from the Islamic Republic of Iran, Mongolia, Ethiopia, Rwanda, Serbia and Montenegro, El Salvador, Moldova and Yemen

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Proposal for 100-person on-call rapid deployment mechanism	Y	Established roster with over 480 commitments from Member States Briefing to police contributors and other interested Member States on the 100-person on-call roster Information package provided to all Member States
Mission plans for police components	Y	Joint security assessment mission for Solomon Islands with the Department of Political Affairs Security assessment mission for Georgia Transitional plans for UNMIK, MONUC, UNMISET, UNMIBH and UNFICYP

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Standardized guidelines and procedures in the following areas:		
Mission management desk officer standard operating procedure	N	Carried forward: deferred owing to staff resources and identification of additional priorities. To be completed in the 2003/04 period
Mission planning standard operating procedure for the Civilian Police Division	N	Carried forward: deferred owing to staff resources and the identification of additional priorities. To be completed in the 2003/04 period
Job profiles based on specific policing tasks	99	Developed job profiles for MONUC, UNAMSIL, UNMISET, UNFICYP and UNOMIG
Revised selection assistance guidelines	Y	
Desk officer operational support mission visits programme	7	Desk officer visits to UNMIBH, UNMISET, MONUC, UNAMSIL, UNFICYP and UNOMIG
Best practices workshops	2	Workshops on UNMIBH and UNAMSIL
Recruitment and induction briefs for commissioners	3	Recruited, and provided induction briefs for commissioners in MONUC, UNAMSIL and UNMISET
Coordinated administrative support for police components in regard to rotations, extensions and repatriations	6	UNMIBH, UNMISET, MONUC, UNAMSIL, UNFICYP and MINURSO

Guidance and support to missions on police matters	Y	Daily telephone and e-mail contact, UNMIBH, UNMISET, MONUC, UNAMSIL, UNFICYP and MINURSO. Weekly videoteleconferencing meetings with MONUC, UNMISET and UNAMSIL; quarterly videoteleconferences with UNFICYP, MINURSO Developed standard operating procedures (SOPs) for UNOMIG Developed generic police commissioner directive Developed guidelines for the assessment and selection of formed police units Developed generic SOPs for formed police units Established institutional memory through development of standardized record keeping, including library materials Implemented telephone interview for police officers before deployment to UNAMSIL and MONUC
Code of conduct and related disciplinary procedures and implementing mechanisms	Y	Code of conduct and related disciplinary procedures were approved and distributed to police-contributing and other interested countries Distributed code of conduct and related disciplinary procedures to UNMIK, UNMISET, MONUC, UNAMSIL, UNFICYP and MINURSO Lessons learned on trafficking of women and children issues were shared with MONUC, UNAMSIL, UNMIK, UNFICYP, UNMISET and MINURSO

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies

Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Civilian Police Division business plan	Y	
Performance appraisal system developed in line with business plan	Y	

(f) Mine Action Service

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Final version of emergency response plan	Y	As an integral part of the plan, standing agreements have been signed with 2 separate contractors for each of the following mine action capabilities, to be provided at 2 weeks' notice: • Mine risk education • Emergency survey • Explosive detection dogs • Mechanical clearance assets • Explosive ordnance disposal

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Coordinated local, national and organizational plans and project proposals	1 1	MONUC Operational Work Plan developed and under implementation UNMEE Operational Mine Action Plan for the provision of support to the Eritrea-Ethiopia Boundary Commission developed
Guidance and support, incorporating lessons learned, to missions in the area of mine action	Y	Guidance and support was provided to MONUC, UNMEE, UNIFIL, UNFICYP and MINURSO
Assessment and technical missions	3	UNMEE, UNIFIL, MONUC
Transition and exit strategies in the area of mine action	1	Transition strategy developed for UNMEE
Evaluation reports on proposed mine action assets	2	Accreditation and licensing of mine action assets has been undertaken in MONUC, UNMEE
Mine action standard operating procedures	N	See comments under actual achievement
Mine action programming handbook	N	Carried forward: a draft of the mine action programming handbook has been prepared. Completion target date: March 2004
Implemented information management system for mine action in two missions	Y	
Implemented International Mine Action Standards in three missions	Y	

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Mine Action Service business plan	Y	
Performance appraisal system developed in line with business plan	Y	

B. Executive Office of the Secretary-General

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Briefing notes and recommendations to the Secretary-General	44 216 564	Reports Letters Notes

C. Office of Internal Oversight Services

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Advice and briefings on peacekeeping audits, management consulting and investigations	9	Advice and briefings the legislative bodies including the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions
Inspection reports to the General Assembly	N	Report on the evaluation of the DPKO restructuring as per General Assembly resolution 56/241 is to be completed in early 2004
Assessed report on memorandums of understanding	N	Not required

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Annual audit plan for peacekeeping operations	1	
Audit observations on peacekeeping operations	39	
Assessment of peacekeeping operations highlighting significant findings and recommendations	7 9	Investigations in peacekeeping missions Audits in peacekeeping missions, UNLB and United Nations Headquarters
Advice and briefings on audits, management consulting and investigations to peacekeeping operations	52	Audit briefings
Investigated cases	259	
Trained resident auditors for missions	12	Training workshops conducted for resident auditors on risk assessment and forensic auditing at United Nations Headquarters
Risk management and internal control self-assessment exercises	1	UNMIK

D. Office of Legal Affairs

1. Results-based framework

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned outputs	*Number completed/ completed (Y/N)*
Legal opinions and advice regarding:	
▪ Institutional and operational arrangements for peacekeeping missions	87
▪ Legislative aspects and United Nations regulations and rules	80
▪ Commercial aspects of peacekeeping missions	372
▪ Contractual, real-property, personal-injury and death claims	190
▪ Financial aspects	65
▪ Arbitration and litigation	10
▪ Personnel matters and representation at the United Nations Administrative Tribunal	186
▪ Privileges and immunities	110
▪ Reviewed legislation of governance missions	225
▪ Status of forces	155
▪ Status of missions	125
▪ Legal aspects of security within the missions	35

E. Department of Public Information

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Public information section in the reports of the Secretary-General	13	Of 40 reports of the Secretary-General on 12 peacekeeping operations, 13 reports had public information or media-related sections or paragraphs

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Pre-deployment assessment of public information needs	1	MINUCI
Formulated concepts of operations for a public information component	1	MINUCI
Deployed information chief, spokesperson and other public information staff	Y	A spokesman/Director of Information and a public information officer were deployed to MINUCI upon its authorization

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Information strategies and promotional campaigns	6	DPI, in close consultation with DPKO, DPA and other substantive offices, prepared the guidance to Special Representatives of the Secretary-General on public information and media relations in United Nations peace operations. The guidance was approved by the Executive Office of the Secretary-General and sent by code cable to the heads of all United Nations peace missions

Monitored and analysed international media reports on peacekeeping missions	4	While media monitoring is normally carried out by missions once established, DPI conducted media monitoring of areas where missions were planned in order to inform DPKO and other United Nations officials of political, humanitarian and operational factors. This included: • Daily media monitoring of Côte d'Ivoire • Daily media monitoring of Liberia • Media monitoring of Iraq, when required • One report on international views on United Nations peacekeeping in general
Co-managed web site	26	DPI redesigned all peacekeeping operation web sites and maintains and updates a significant portion of the United Nations Headquarters peacekeeping web site. DPI consulted with MONUC and UNOMIG on the development of their own local mission web sites. DPI co-manages United Nations Headquarters web sites with UNAMSIL, UNOMIG, MONUC, UNMISET, UNMEE, UNFICYP, MINUCI and UNOMIG by editing and posting locally produced public information materials
Induction briefing and debriefing of senior public information staff	5	Induction briefings for new UNAMSIL Director of Information and MINUCI spokesman. Debriefing of UNAMSIL Director of Information, UNMIBH spokeswoman and UNMIK spokeswoman. Other public information staff (25) were identified, interviewed and deployed when vacancies occurred in UNAMSIL, UNMEE, UNMISET, UNMIK, MONUC and UNIFIL

F. Department of Management

1. Results-based framework

(a) Office of Programme Planning, Budget and Accounts

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Peacekeeping Financing Division		
Budget estimates and performance reports for missions that are active, closed or in liquidation and new missions authorized by the Security Council	32	Comprises 22 reports on active missions, 9 separate reports on closed missions (performance, final performance and/or disposition of assets for UNAVEM/MONUA, UNMIBH, UNMOT, UNOMIL, UNAMIR, MINURCA and UNTAG) and 1 consolidated report on the updated financial position of 10 closed missions
Reports on administrative and budgetary aspects of the financing of United Nations peacekeeping operations, including the support account for peacekeeping operations and UNLB	13	Comprises reports on the overview of the financing of peacekeeping operations, review of the rates of reimbursement, strategic deployment stocks, UNLB, support account, the Peacekeeping Reserve Fund and Secretary-General's notes on death and disability and on proposed and approved budgetary levels for peacekeeping operations
Contributions Service		
Reports and advice to the General Assembly on peacekeeping contributions	Y	Provided 5 information notes on outstanding contributions for peacekeeping and on the arrears of the former Yugoslavia for informal consultations of the Fifth Committee and assisted in the substantive servicing of meetings of the Fifth Committee dealing with contributions-related issues
Assessment documents for peacekeeping operations	6	Documents for the following operations were produced during this fiscal period, thereby further reducing the backlog by an additional 20% (from 32 to 26): UNAMIR (ST/ADM/SER.B/454); UNOMIL (ST/ADM/SER.B/462); ONUMOZ (ST/ADM/SER.B/465) UNMOT (ST/ADM/SER.B/466); ONUSAL (ST/ADM/SER.B/472); UNOMIG (ST/ADM/SER.B/473)
Detailed report on the status of contributions	12	Monthly reports on the status of contributions covering 30 June 2002 to 31 May 2003 (ST/ADM/SER.B/591, 593-596 and 599-605)
Informal summary of outstanding assessed contributions report	12	Summaries covering 30 June 2002 to 31 May 2003

Informal summary of the status of contributions of the 15 major contributors and other Member States	24	Bi-monthly summaries covering 30 June 2002 to 15 June 2003
Treasury		
Briefings and advice on peacekeeping treasury matters	Y	Guidance to Member States regarding payments to peacekeeping troops in various missions
Advice on incorporating treasury/foreign exchange matters in peacekeeping memorandums of understanding	N	None requested

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Peacekeeping Financing Division		
Mission personnel trained in results-based budgeting	Y	Approximately 50 mission and Headquarters staff trained in the results-based budgeting workshop in Turin in July 2002
Accounts Division		
Financial statements and schedules	39 12	Financial statements at 30 June 2003 Interim statements relating to closed peacekeeping missions at 31 December 2002
Guidance to peacekeeping operations on accounting and insurance matters	Y	Reviewed and monitored field accounts Provided guidance on accounting for new developments and emerging issues Developed responses to audit findings/recommendations, and took action to implement as appropriate Remitted and settled interfunds for field operations Streamlined the processing of interoffice charges Identified accounting transactions required for strategic deployment stocks funding, procurement, transfers and replenishment Completed analysis on options for the consolidation of peacekeeping operations Prepared cash flow forecast information for 2003 Completed a review and analysis relating to the return of cash from closed missions Assessed alternative risk financing mechanisms for worldwide vehicle insurance policy Assessed feasibility of aviation war risks coverage Provided guidance on local settlement of insurance claims
Approval of payments to Member States, staff and vendors	13,606	Payments

Negotiated peacekeeping insurance coverage and settled insurance claims	7	Policies negotiated and renewed, encompassing additional information requirements arising from the impact of 9/11 Insurance claims settled, specifically claims relating to cargo and aviation policies
Contributions Services		
Notifications of assessments and credits (inclusive of assessments for the new Member States) and the special assessment for the strategic deployment stocks	11	Covers all 21 active and inactive as well as closed missions: each assessment letter covers between 2 to 12 operations depending on the Security Council mandates (frequency of assessments dictated by the length of the Security Council mandates, which differ for each operation); credits from unencumbered balances and cash balances of closed missions are also included requiring detailed annexes and worksheets as attachments to the summary assessment letters
Comprehensive reminder to Member States regarding unpaid assessments	1 1	Covers outstanding unpaid contributions for all 21 active and inactive as well as closed missions; includes comprehensive summary of all credits from unencumbered balances and overpayments in suspense Letter to Member States with outstanding assessed contributions for strategic deployment stocks
Receipts for contribution from Member States for peacekeeping operations	2,385	Can cover multiple missions and mandate periods
Treasury		
Payments to missions, international peacekeeping personnel, troop-contributing countries, Member States and others	Y	The Cashier's Section makes approximately 272,000 payments annually, of which 78% are related to payroll and the remainder represent daily payments. Of those payments 79% are made electronically, representing an increase of 4% over the previous reporting period. The number of cheques issued was reduced from approximately 35,000 to 23,000. Peacekeeping accounts represent approximately 24% of investment transaction volume, 18% of electronic funds transfers and 19% of total funds invested. Maintained perfect record of zero losses transporting cash to peacekeeping missions and rates charged by insurance companies held at 2.5% despite higher rates charged owing to environment of increased risk
Daily and monthly reports on missions' cash position	265	Daily = 251; monthly = 12; semi-annual = 2
Missions' cash transportation and storage policies and procedures	3	Assessed mission cash transportation and storage policies and procedures for 3 missions. Implementation of changes to cash transportation policies and procedures resulted in cost savings at UNAMSIL for war risk insurance for cash-in-transit of $226,000
Maintained Headquarters payment system	Y	IMIS Treasury module, Insight and Overseas Private Investment Corporation investment database
Maintained two peacekeeping missions payment systems	2	At UNMIK and MONUC

Implemented one new peacekeeping mission payment system	1	At UNFICYP
Trained 3 missions in treasury procedures and policies	3	UNAMSIL, MONUC and UNOMIG
Implemented model banking agreement between 2 missions and local financial institutions	N	Negotiations to implement model banking agreements at UNFICYP, UNIFIL and UNMIK are ongoing during 2003/04

(b) Office of Human Resources Management

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Operational Services Division		
Reviewed post classification requests	N	No request received from DPKO
Issued vacancy announcements	53	At Headquarters
Shortlists of qualified candidates	53	Processed 18,000 applications for 53 vacancies at Headquarters
Newly assigned personnel and recruited mission replacements in the Department of Peacekeeping Operations at Headquarters	100	All types of appointment, including short-term and mission replacement
Certified chief administrative officers (CAOs) and chief civilian personnel officers (CCPOs) for new missions	N	No request received from DPKO for certification of CAOs or CCPOs for new missions
Medical Services Division		
Medical survey reports	1	MINUCI
Identified regional medical evacuation centres	3	Dakar, Johannesburg and Rabat for all missions in Africa
Roster of pre-qualified physician candidates	Y	110 pre-qualified physician candidates and about 40 cleared for DPKO roster in Galaxy
Established new United Nations civilian medical facilities	N	No new civilian medical facilities established. Two host country medical facilities identified: Polyclinique Internationale Sainte Anne-Marie (PISAM) and Polyclinique internationale de l'indenie

Mission specific health-related internal and external guidelines and procedures	Y	Complete package of procedures and guidelines for MINUCI: (a) establishment of pre-cleared roster of staff/civilian candidates for rapid deployment; (b) advice on HIV/AIDS prevention (vector control technology and post-exposure prophylaxis kits); (c) medical standards for deployment; (d) guidelines for medical emergency preparedness for possible bio-chemical threats; (e) sever acute respiratory syndrome guidelines; (f) continuous updating of recommended immunizations
Updated administrative instructions on medical standards, clearances, family leave, sick leave and maternity leave	Y	Medical standards for deployment updated for MINUCI and all other peacekeeping missions
Medically examined and immunized new mission staff	92	International and local staff medically cleared for MINUCI
Issued medical kits	11	MINUCI
Specialist Services Division		
Established and issued new mission salary scales	1	MINUCI
Mission subsistence allowance rates and policies on entitlements	1	MINUCI (on-site survey)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Operational Services Division		
Developed human resources delegated authority monitoring system	Y	Within the framework of developing of a comprehensive monitoring system, OHRM designed: • Monitoring mechanisms and methodologies • On-line monitoring tools • Monitoring web site • Monitoring reports format
Guidance and support to the Department of Peacekeeping Operations on human resources management in missions	11,200 8	Cases on which guidance and support were provided to DPKO during the reporting period Visits to missions (UNIKOM, UNDOF, UNIFIL, UNTSO, UNLB, MINURSO, UNMEE and UNAMSIL)

Medical Services Division		
Mission health system assessment reports	3	UNDOF, UNIFIL, UNMEE
Updated United Nations civilian medical facilities	4	MONUC, UNAMSIL, UNMIK and UNIFIL — The Division (a) identified and provided technical clearance and briefing to United Nations civilian physicians; (b) provided ongoing technical support during their assignment; (c) advised on staffing, supplies and equipment, and accommodation
Reviewed mission staff, military observers and civilian police medical cases to determine fitness for recruitment/ assignment	5,948	
Medically examined new mission staff	11	Examined and cleared at United Nations Headquarters
Administered immunizations	1,734	For all other peacekeeping missions
Issued medical kits	1,430	For all other peacekeeping missions
Certified sick leave	5,855	For all mission staff, military observers and civilian police
Medical advice on evacuation/repatriation, compensation and disability	402 84 52	Medical evacuation/repatriation cases Medical compensation cases (Advisory Board on Compensation Claims) Disability pension cases In respect of mission staff, military observers and civilian police
Reviewed troops' medical cases for evacuation/repatriation, death and disability claims	141 100	Medical evacuation/repatriation cases Death and disability claims
Expanded medical database	Y	Developed database of 4,225 staff from 12 peacekeeping missions to implement a programmes for follow-up of staff with chronic medical conditions
Specialist Services Division		
Reviewed appeals and disciplinary matters	19	
Prepared and submitted responses to cases before the Joint Appeals Board	10 2	Responses Settlements achieved at appeals stage
Prepared materials for joint disciplinary cases	24	Cases
Advice to the Department of Peacekeeping Operations and missions on administration of justice matters	Y	
Guidance and support to missions on human resources rules and regulations management	Y	

Counselled staff in career, personnel matters and pre- and post-mission assignment problems	N	No resources were provided to achieve this output. In particular, the proposal to establish a new staff counsellor post at the P-3 level was not approved by the General Assembly
Reviewed mission salary scales, mission subsistence allowance rates and entitlements	63	Salary scales for the 100-series
	23	Salary scales for appointments of limited duration
	1	Comprehensive salary survey in Nicosia (UNFICYP)
Developed and updated policies on entitlements to missions	Y	3 mission subsistence allowance (UNFICYP, UNMIK, MINUCI); updated policies for staff in peacekeeping missions; job classification reviewed in UNLB
Designed and customized mission training and career support programmes to promote organizational core values and core and managerial competencies	38	Briefings in 5 peacekeeping missions, (UNLB, UNFYCIP, UNMIK, UNIFIL, MONUC) for 3,268 participants, which included a full e-PAS hands-on simulation for managers and supervisors as part of the performance management workshop
	8	Competency-based selection and interviewing skills workshops for 106 participants
	8	Performance management workshops for 387 participants

(c) Office of Central Support Services

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Procurement Division		
Contracts awarded, purchase orders issued and systems contracts placed for kits of strategic deployment stocks	444	Purchase orders issued against 106 systems contracts
Deployed procurement staff and technical advice to new mission on procurement matters	2	Staff deployed Participated in the Technical Assistance Team for MINUCI at the time of set-up for 3 weeks and follow-up assistance mission for 7 weeks. Procurement undertaken, local staff in field trained and advice provided to the Office of the Special Representative of the Secretary-General on how to structure procurement function and on procedures

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Procurement Division		
Awarded contracts, issued purchase orders	337 1,316	Contracts issued in 2002 (compared to 246 in 2001) Purchase orders processed in 2002 (compared to 1,310 in 2001) This represents an output level increase of 37% and 0.5%, respectively
Procurement manual and standard tools and documentation	Y	Expanded information posted on the Intranet, including the introduction of a catalogue to facilitate ease of reference/ ordering from systems contracts by field missions Implemented standardization of procurement documentation — performance bond, guidelines on confidentiality and model contracts Agreed on submission of local procurement cases to the Divisions directly for the review by the Headquarters Committee on Contracts to facilitate processing of local procurement cases Streamlined the procedures for procurement planning and aligned procurement planning with the support account budget period Revised procurement manual drafted with field requirements taken into account for expected promulgation in the first quarter of 2004
Procurement support mission reports	4 2	Mission travels Staff members released for expert advice and assistance to: UNAMSIL for 5 weeks MONUC for 6 weeks (first mission) MONUC for 1 week (second mission) Procurement Division staff attended regional procurement training session in UNFICYP as a resource person Chief Procurement Officer conference held in New York to discuss procurement issues, best practices and provide participants with appropriate training (see below)

Procurement training programme	Y	Organized 5-day regional procurement training programme in UNFICYP (personnel from UNIFIL, UNLB, UNMEE, UNFICYP, UNMIBH and UNDOF). A total of 48 participants for 3 sessions 7-day Chief Procurement Officer seminar in the Procurement Division attended by 9 field mission Chief Procurement Officers along with 7 other Chief Procurement Officers from other missions and offices away from Headquarters Advanced procurement training developed for delivery of training sessions starting from the first quarter of 2004. This is for Headquarters and field procurement staff and clients
Technical advice to missions on procurement matters	Y	New field procurement guidelines drafted — to be issued in the first quarter of 2004 Delegation of local procurement authority granted and technical advice for local procurement given as and when required Guidelines on confidentiality promulgated and posted on the Intranet
Archives and Records Management Section		
Records management tools: policy and procedures manual, training materials, retention schedule and file classification scheme	Y	MONUC and UNDOF: archives and records/registry staff trained to use records management tools; staff from all sections (including military) briefed on record keeping responsibilities; report with recommendations issued
Archived mission records at Headquarters	Y	The Archives and Record Management Section at Headquarters accessioned 2,730 linear feet of mission records MONUC registry staff trained by the Section to identify and transfer to Headquarters archival records when no longer needed for business UNDOF: the Archives and Record Management Section identified 500 cartons of archives among UNDOF inactive records; they will be transferred to New York for processing and immediate availability for public research at Headquarters
Reference service provided for requests for reference access to peacekeeping records housed in the Archives and Record Management Section, New York	1,602	Research requests responded for peacekeeping records from staff and Member States (public researchers)
Facilities Management Division		
Delivered incoming mail and pouches	Y	Recurrent activity
Dispatched outgoing mail and pouches	Y	Recurrent activity
Delivered interoffice mail	Y	Recurrent activity

Information Technology Services Division		
Supported satellite links 24 hours a day, 7 days a week	16	Links in 11 missions
Maintained and supported dedicated voice and fax channels	400	Channels
Maintained and supported Headquarters and mission crypto units	52	Units in 10 missions
Intranet access implementation plan	Y	Intranet is available in all (11) missions
Maintained and supported technical infrastructure	Y	
Supported intranet connectivity, including IMIS	Y	11 missions are connected in 16 different locations
Security and Safety Service		
Trained mission security and safety first line officers in firearms qualifications, hostage awareness, bomb recognition, VIP/personal protection, investigative procedures, hazardous materials/fire and safety, defensive techniques, general security duties, protocols and procedures, 10-minute medicine and oleoresin capsicum spray	65	Trained security and safety service personnel at UNAMSIL, UNOMIG and UNMEE
Trained mission security and safety supervisors/managers in incident command systems, operational planning, interpersonal skills, risk assessment guidelines and physical security surveys	23	Trained security officers, supervisors and managers at UNAMSIL
Updated mission safety and security standard operating procedures	1	Updated UNMIK training policy on oleoresin capsicum spray
Bi-annual mission assessment of safety and security standards and services	N	To be conducted during 2003/04 financial period
Annual mission assessment on training and development initiatives	N	Output will become part of the bi-annual mission assessment of safety and security standards and services
Guidance and support to missions on safety and security matters	N	Output will become part of the bi-annual mission assessment of safety and security standards and services
Travel and Transportation Service		
Negotiated travel agreements	34	Thirty-four preferred airline agreements originating from New York, which provided discounts well above industry benchmarks
Audited travel requests	4,614	DPKO/peacekeeping missions — travel authorizations only

Issued United Nations travel documents and visas	5,188	DPKO/peacekeeping missions — UNLPs, family certificates, United Nations certificates, visas (G-4, G-5, non-United States) only
Processed shipments and customs clearance	389	DPKO/peacekeeping missions — Household goods and personal effects (HHG and PE) shipments for United Nations staff members (import, export and third countries); relevant customs clearances
Shipment insurance claims	144	DPKO/peacekeeping missions — damage/loss of HHG and PE for United Nations staff members, and Organization insurance claims
Approved shipping invoices	539	DPKO/peacekeeping missions — shipments invoices for HHG and PE for United Nations staff members
Received and delivered goods, materials and parcels	1,260	DPKO/peacekeeping missions — parcels, materials and equipment
Shipped mission office supplies	Y	600 requisitions for office supplies were ordered by DPKO offices at Headquarters. These included office supplies shipped to varied missions

G. Office of the United Nations Security Coordinator

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Briefings and advice on peacekeeping security and safety	N	No requirement to provide briefings to the Security Council, General Assembly or troop-contributing countries
General Assembly report on the Department of Peacekeeping Operations and interaction with the Office of the United Nations Security Coordinator	N	The report is presently being finalized and is included within the broader report to the General Assembly on the strengthened and unified security management system for the United Nations, to be presented at the fifty-eighth session

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
New peacekeeping missions technical assessment reports/visit	1	Technical assessment mission conducted to establish MINUCI
New peacekeeping missions personnel trained in security and safety	N	Training for MINUCI staff conducted in July 2003
Standard peacekeeping mission security and safety templates	34	Standard organization and equipment templates for peacekeeping mission security sections developed

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations		
Planned outputs	*Number completed/ completed (Y/N)*	*Remarks*
Ongoing peacekeeping missions technical assessment reports/visits	7	Technical assessment missions conducted to UNAMSIL, MONUC, UNFICYP, UNDOF, UNIKOM, and UNIFIL
Developed peacekeeping security readiness measurement system	N	Security readiness system developed in August 2003
Developed security and safety training manual and programme	N	Training programme developed in August 2003
Ongoing peacekeeping missions personnel trained in security and safety	301	

Peacekeeping missions security and safety compliance report	N	Compliance inspection programme test conducted in UNOMIG in October 2003
Screened security personnel	250	
Serious incidents reports	—	No serious incidents occurred during the reporting period
Deployable emergency team	1	Team deployed in support of UNOMIG hostage incident
Developed stress management standard operating procedures and workshop	1	Stress management workshop held for peacekeeping mission stress councillors. Stress management training provided to 156 staff members
Peacekeeping mission personnel psychosocial needs survey	N	Needs survey prepared and distributed to peacekeeping missions in late 2003. Data to be evaluated in 2004